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23 July 1953

MEMORANDUM FOR: INSPECTOR GENERAL

SUBJECT : Personnel Office

1. Your memorandum of 1 July 1953, above subject, was held for my return from leave. In the meantime, I understand that a reorganization of the Personnel Office has occurred, merging the overt and covert offices.

2. Since I have no day-to-day dealings with the Personnel Office as a basis for judging the adequacy of the service furnished by that Office, I am obliged to give you some of the general impressions I have gained in the Division and as a current member of the PP Career Service Board.

3. Other than Mr. [redacted] who devotes an appreciable part of his own time to personnel management as Chief of Administration, EE Division, the only individuals in the Division handling personnel matters are those comprising the Personnel Section and devoting their full-time to this function:

POSITION	T/O	NAME	PRESENT GRADE
Personnel Officer, Chief	GS-13	[redacted]	GS-13
Personnel Officer, Ass't Chief	GS-11		GS-11
Personnel Officer	GS-11		GS-11
Personnel Officer (Career Service)	GS-11		GS-11
Personnel Officer (Military)	GS-11		Major
Personnel Officer (Records)	GS-7		GS-7
Personnel Clerk	GS-6		
Secretary-Steno	GS-5		
Clerk-Typing	GS-4		
Clerk	GS-4	Vacant	

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4. The following members of the EE Personnel Board meet semi-monthly for approximately two hours to consider promotion, reassignment,

placement and/

DOCUMENT NO. \_\_\_\_\_

NO CHANGE IN CLASS.  DECLASSIFIED

CLASS. CHANGED TO: TS S

NEXT REVIEW DATE: 02/20/11

AUTH: HR 70-2

DATE: 29/06/81

REVIEWER: [redacted]

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placement and other personnel actions involving Headquarters and EE Field personnel:

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5. A weakness of Agency personnel management, of any personnel program for that matter, is the human failure or refusal of the great majority of supervisors to render honest efficiency ratings. Taking the "easy way out," rating a subordinate favorably while entertaining and expressing an entirely different opinion unofficially, seems to be a common practice which will not be corrected until penalties are imposed upon the responsible rating and reviewing officers. I had occasion recently to read the efficiency rating of a GS-13 officer prepared by another GS-13 officer, which rating was so unusually frank and hard-hitting that I would recommend your reading it as an example of the approach more supervisors must take in this business. This particular efficiency report was rendered 11 February 1953.

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it is attached for your reference.

6. It has been my understanding that the military administration practiced by the Agency leaves much to be desired from both the standpoint of the Agency and the military personnel assigned to it.

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1. **What is the primary purpose of the study?** (10 points)

2. **What are the key variables being studied, and how are they measured?** (10 points)

3. **What statistical methods are used to analyze the data, and what are the results?** (10 points)

4. **What are the conclusions drawn from the study, and what are the implications?** (10 points)

c. Many officers/

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- c. Many officers feel that a tour with the Agency, rather than reflecting the highest credit upon their service record, frequently evolves as, at best, time lost in the advancement of their service career. On the other hand, it is apparent that the services are not furnishing the Agency first-rate officers. The selection privilege extended to the Agency and administered by MPD is one which seems to limit the Agency to sorting out the best of a group of second and third-flight profiles. Whenever a specific personnel requirement is processed, there is little or no opportunity of interviewing candidates in advance of starting clearance unless their military travel should bring them through Washington.
- d. It is a healthy trend from the Agency standpoint to be curtailing its employment of military personnel. To continue the recruitment, training and employment of military officer personnel in large numbers in key operational positions only to lose their services and experience at the conclusion of their tour is to deprive the Agency of valuable experience and training more wisely invested in civilian personnel and civilian continuity. Experience suggests a greatly reduced use of military personnel on a basis which would afford us considerably better personnel. On this basis, an officer assigned to CIA would be entitled to recognition within his own service for having made the CIA team.

7. One weakness of our present personnel management may be the inability of placement officers to determine and assess the qualifications of operations and intelligence officer personnel to the same degree that they can analyze the qualifications of administrative personnel. As the placement officers are administrative, non-operational, themselves, this is a natural result. Rather than this serving to penalize intelligence and operational personnel promotion- and placement-wise, the Personnel Office is more frequently hoodwinked in individual cases. Desirably, placement officers could come from the ranks

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of operational and intelligence activity or, conversely, good placement officers could become better placement officers by undergoing formal training in the operational courses offered by the Agency. This would be true of any administrative personnel; they would be better administrative personnel by reason of having had operational training, if not operational experience. A senior, experienced intelligence officer should serve as a deputy to the Chief of Placement. Senior intelligence officers should be rotated into this deputy role, against their personal wishes, if necessary. As with Training assignments, infrequently sought by senior intelligence and operations officers, experience and mature judgment must be directed where it can do the most good for the greater number.

8. There is considerable duplication of personnel records throughout the Agency. This records-keeping could be centralized in PO where a single personnel folder would be maintained on every employee, leaving the Area Divisions to operate from adequate biographical card files supplemented by prompt PO delivery to the Area Division of any personnel file needed by the Division for more extensive record search.

9. Central Processing Branch, which is now operating more efficiently than anytime in its history, could render a real service to the Area Divisions by serving as the single central point, within Headquarters, for the preparation of travel vouchers. This would seem to be a small item but it is one which plagues every Area Division. In most Government Agencies the preparation of travel vouchers is a centralized function. Instead of Notice No. [REDACTED] "Completion of Travel Claims by Traveler," now specifying, "The Central Processing Branch, Personnel Office, will render such technical and clerical assistance to the traveler as is necessary in the preparation of an accurate, acceptable travel claim," this service would be extended to read, "to the extent of typing the voucher and presenting it to Finance Division for payment, citing the proper Area Division allotment to be charged."

10. Although to date the Career Service Program has existed more in name than in fact, I realize that there must be considerable seasoning of a new concept before it can effectively serve the Agency and the employee. The program's principles are sound, and I would have no constructive criticism to offer to hasten the evolution of a fully effective mechanism. I do believe that the Agency requires fewer boards, say, a DD/A, DD/I, and DD/P Board in addition to the CIA Career Service Board, and a review or standards mechanism for developing uniformity in the application of promotion criteria by the various boards. Criteria should be more clearly defined, understood and adhered to, and not left to the determination of the individual boards.

11. I believe/

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11. I believe that a true personnel management function of your own office would be one corresponding to the field inspection, personnel interview and evaluation program conducted by the Foreign Service Inspection Corps.

12. Finally, a minor point, perhaps, but true; inadequate parking facilities is breeding in CIA a race of clock-watchers, at all grade levels. Too many personnel are geared to five o'clock car pools, including many who would prefer to stay at their desks if it did not mean long bus rides to their distant residences. The inveterate clock-watcher could not be cured with a parking space, but a majority of Agency personnel would be contributing more to their job if they had transportation freedom.

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Chief, Eastern Europe Division

Attachment: Efficiency Report

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